

NEIR Subject

NATIONAL FOREIGN INTELLIGENCE BOARD

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30 October 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Director, Intelligence Community Staff

FROM : Walter Elder
Executive Secretary

SUBJECT : A Proposed Approach to Revising the
NSCID's and DCID's

30 OCT 1981

1. Attached you will please find an outline of the approach I plan to follow in achieving a revision of the directives structure.

2. The plan stems from the detailed analysis which I did in 1979 and which was forwarded recently for Mr. Casey's and your information.

3. I should be grateful for your general guidance at this point. Each phase will be submitted for consideration by you and the DCI before any extensive consultation within the Community takes place.

WALTER ELDER

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Attachment
As Stated

IC-81-0993

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A PROPOSED APPROACH TO REVISING THE NSCID'S AND DCID'S

First, analyze the new executive order by asking the following questions:

-- Does the comprehensive nature of the order obviate the need for the existing series of eight NSCID's?

-- If not, which of the existing NSCID's should be reissued? Which of them needs revision? Which should be rescinded? Are new NSCID's called for?

Second, the results of this analyses should be checked out informally with those most likely to be affected, and with the Office of General Counsel.

Third, the analysis should be submitted to the DDCI and the DCI with recommendations for further action. For example, it is possible that the DCI may wish to consider recommending to the NSC that the NSCID's can be rescinded.

Fourth, whatever the outcome of the analysis of the NSCID's, analysis should proceed concurrently on the existing DCID series to determine which should be reissued, revised, or rescinded. It may well be that a DCID series can be derived directly from the executive order. If not, a new DCID series can be conformed to a new set of NSCID's.

Fifth, the results of this analysis of the DCID's should be checked out informally with those most likely to be affected, and with the Office of General Counsel.

Sixth, the analysis should be submitted to the DDCI and DCI with recommendations for further action.

While it may be possible to cope with the NSCID's in one swoop, I believe that changes in the DCID's should be undertaken on a case-by-case basis.

Since the bulk of the DCID's are concerned with divisions of labor throughout the Community, committee charters, and common security standards, changes in these directives will be tantamount to revising long-standing arrangements for dividing up the workload.

It will be important to deal directly with those who are most likely to be affected and to do so in a way that does not arouse the latent forces who want to resurrect disputes about authorities or to write iron-clad treaties for each and every contingency.

I plan to proceed on the premise that the passage of time and the explicit statements of responsibilities and authorities in the executive order present a golden opportunity to bring the directives up to date and to use them as the vehicles for improving the quality of Community cooperation and support for the DDCI and DCI.

Hence, and seventh, each proposed DCID change will be submitted to the DDCI and DCI with a recommendation for further action.

Eighth, and finally, the DCI's position with respect to the NSCID's should be provided to the NFIB principals for comment, but not formal concurrence. Each DCID change, after DDCI approval, should be submitted to the NFIB principals for formal comment and concurrence.

It is possible that we could end up with a vastly-reduced series of formal directives and a rather slim set of guidances and procedures which will grant maximum flexibility to the DCI and DDCI in gaining needed staff support.

I can't avoid creating a network of consultants within the Community on this project, but I shall try to keep it from getting organized formally.